

NSA Submission

TASK II FUTURE MISSION OF IC AGENCIES

A. Objective:

Establish the extent to which the past experience and future missions of the IC agencies serve as a frame of reference for designing flexible human resource management systems to meet a wide range of operating circumstances and changing needs. Important to achieving this objective will be study of the wide shifts in staffing levels brought about by adjusting to strategic trends of the past.

B. Tasks and Methodology:1. Identify staff size changes since 1960 and address the impact of these changes on the Agency personnel program.

Data from 1969 to present has already been provided to the study group; material from 1960 through 1968 is included as an attachment to this report.

As noted in the original study report, the National Security Agency has virtually quadrupled in size in the period from 1952 to 1988 and has grown by 28% in just the past five years.

Much of this growth is a direct result of the expansion of the Agency's mission from SIGINT to SIGINT, COMSEC and, most recently, COMPUSEC. This expanded mission, when viewed in terms of the increasing level and complexity of the technology involved in the work, has had an enormous impact on the Agency.

Agency disciplines are becoming more complex, in pace with the technology. Core/common qualification requirements among occupational families and groups and between specialties within career fields are increasing; in the future, cross discipline mergers will be required; and initial training periods for personnel entering the cryptologic disciplines will increase in proportion to the increase in complexity of the work. In other words, the analyst of the future will need to be able to apply a vastly broader body of related skills and knowledges to the task and must understand how this body of skills and knowledges interrelate in terms of a final product.

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Impact of External Changes on Work Force.

(See original report, Item XII, Addressing the Future, Paragraph C for specific information)

2. Initiatives being developed which have significant outyear staffing and skill implications.

Efforts have been undertaken to plan for and ensure future Agency cryptologic capability. Specifically, a program of 10 initiatives, designated as Director's Thrusts, was proposed in 1986. A multiple of actions were and still are being taken in relation to these thrusts to analyze and address:

1. SIGINT modernization;
2. Support to military operations;
3. Diplomatic/economic/non-military SIGINT support;
4. Cryptanalytic capabilities lead;
5. Survivability;
6. User-friendly INFOSEC features;
7. Technology breakthrough research;
8. HUMINT threat to INFOSEC;
9. Key management Systems modernization;
10. COMSEC block obsolescence.

Specific Initiatives:

1. Project RELOAD: Broad base project to bring Agency workforce skills and knowledges up to level needed to meet future requirements.
2. Modernization of the School Master Plan: An effort to bring the school program into synch with identified current and future requirements.
3. Multi-Discipline Analyst Training Advisory Group: Developed a course (CK 600) to address the needs of the multi-disciplined analyst of the future.
4. Systems Support FOCUS Plan:
5. Station Plans: All field station plans must identify both the operations requirements and any support needs in relation to those requirements.
6. Workforce Development Initiative: Systems Acquisition studies (one done in-house by M3; one by contract through M4).

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7. Traffic Analysis FOCUS Plan: Proposes a merger of Traffic Analysis and Intelligence Research career fields based on commonality of skills, knowledges, and abilities required for work and past history of interrelationship of disciplines.
8. Air Force Study "Hi-Tech Technician of the Future" Tiger Team Report, ESC, June 1987
9. NSG Analysis and Reporting Program for Cryptologic Technicians (Project RELOAD).
10. Army Liaison (INSCOMM) Project TOTEBOARD: To identify, track, and utilize cryptanalysis trained personnel.

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